



# Post-Award Accountability Responsibilities of the CGA

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# CGA Mission



- Ensure that PA-provided services, as defined by the PWS, meet specified quality standards IAW the QASP, without regard for the outcome of the OMB Circular A-76 Commercial Activities Study
- Basic concept = CGA implements the QASP and performs process analysis working toward risk mitigation and provide PA performance insight to the Requiring Activity
- Performance assessment role exists regardless of whether the PA is Government or Contractor

**Best Value for the Customer and DLA**



# CGA Responsibilities

## Inherently Governmental



- **Command**
- **Primary interface with customers for long term planning and initiatives**
- **Establishes and maintains internal management controls for long term planning and initiatives**
- **Accountable Property Officer**
- **Transportation Officer**





# CGA Responsibilities Government-Retained



- **Coordinates Host Support Requirements**
- **Member of customer re-engineering committees**
- **Discusses customer satisfaction issues with the PA Site Manager and finds resolution**
- **Liaison between the PA and the D**
  - **Provides analysis and advisory services**
  - **Interface between host installation and PA**
  - **Network/LAN support**
  - **Support DSS/MIS and other GF systems**
  - **Updates/maintains CGA DSS Load and Maintain Programs**

**Program  
Management**



# CGA Responsibilities



## Implementation of the QASP and Performance Assessment

- **Contracting Officer's Representative**
  - On-site POC monitoring Contractor PA performance
  - Certifies Contractor invoices for payment and contractor monthly workload accomplishments
  - Develops final Government estimate for new work and submits proposal to the ACO for approval
- **Quality Assurance Evaluators (QAEs)**
  - Implement and ensure compliance with QASP
  - Coordinate and conduct surveillance
  - Monitor PA compliance with all quality & timeliness standards
  - Monitor execution of task orders
  - Monitor implementation of PA transition plan
- **Other Assessment Responsibilities**
  - Security and Safety oversight



# Partnership



## The Bridge to Partnership



### Separate Government and PA Teams

**“Us vs Them”**

**Win-Lose Attitude**

**Surprises  
Reduces**

**“Your” Problem, Not Mine**

**Individual Government & PA Responses**

**Separate Goals and Objectives  
Objectives**

### Partnered Team

**“We’re in this Together”**

**Win-Win Attitude**

**Effective Communication  
Surprises\_**

**“Our” Problem**

**Team Responses**

**Common Goals and**



# Roadblocks



- **Lack of a Proper Foundation**

- Mission clarity
- Stated Values
- Empowerment limitations
- Defined processes

- **Failure to Communicate and Fostering CGA-PA Communication**

- **Poor Conflict Resolution and Problem Identification & Resolution**

- Provide tools and training to resolve conflicts
- Early identification a problem exists
- Joint Problem Solving
  - Maintain a positive attitude
  - Avoid blame and surprises
  - Seek mutual accountability for problem resolution
  - Embrace change

**Rocks in  
the Road!**



# Lesson Learned



- **Underestimating the cost and complexity of managing the “outsourcing” relationship\***
  - Investment in the on-going governance and management of the service provider is critical... this includes time, training, money and people
  - Savings may not be as great, but we have to invest in overseeing the partnership for the long-term
  - Establish a dedicated team of people, on both ends, to ensure compliance and adherence to agreed-upon service levels

\* Forbes: The Six Most Common Outsourcing



